G. R. S. IX-5]

Previous references.

P

Preserved

1

File No. 8)A

Serial Nos

1915-16

(E. 19.)

Later references.

GENERAL AND REVENUE SECRETARIAT.

P. 28 E

Serial Nos.

Part B for

SUBJECT.

Co-ordination and Co-operation between Departments

W D 88—GPB—50,000—24-7-18

10/4/19

2

G.R.S. 11] 1915-16

GENERAL AND REVENUE SECRETARIAT.

(G.A.D.)

NOTES.

G File No. 67

FILE HEADING.

Coordination of work and Cooperation between Departments.

From

No.	Dated	Received

Diary No.	Enclos.	Spare Copies.	Serial No.

BRIEF ABSTRACT OF LETTER.

NOTES AND ORDERS.

NOTES—First Sheet.

GPB—35,000—15 6-12

V 3

1. D.O.No.11-15. dated 16.2.14

to all Cooperators.

Calls for a note of their views on or before the 20th March, if they could conveniently do so

2. From Mr. J.S. Chakravarti

D.O.No.63 dt 18.2.14

Forwards the outlines of a Schemes and states that if the details are worked up, the matter may be discussed personally.

3. Mr. Kapur Shrinivasarao.

D.O. No 92 dt 20.2.14

States that he will be able to send a note only after the Arbitration work is ~~so~~ finished.

(Mr. Chandrasekhara Iyer has also ~~indi~~ written to state that he will prepare and send up a note of his views during the summer vacation -

For D.O. vide Subj. No 7.)

3 4

Report for 13/3/14

Progress achieved.

1 out of 5 Co-operators, 4 have acknowledged receipt. Reminder has been sent to Mr S.P. Rajagopalachar.

2. Mr Chakravarti has sent a preliminary Note.

4. Mr Srikanteswara Iyer orally inquired for details under the head.

My Note is also ready.

Dated - 13/3

Further action.

5 May rough headings be communicated to Mr Srikanteswara Iyer?

Dated 18/4/14

6 Orders of the Dewan on 24-4-14.

"Some Cooperators want time. A few general suggestive heads may be prescribed. Investigation to be pursued until the 15th July 14"

7 "Copies of the Notes will be circulated to cooperators (1) to (4) for remarks, if permitted."

(Sd) D.M.N
10.7.14.

Dewan)

8 Dewan's ~~orders~~ approved of the above procedure.

9 Co-ordination of Work and Co-operation between departments :———

Under this head the following general suggestions are made :-

(1) The Govt officers should be encouraged to bring to the notice of the other departments concerned, demi-officially if need be, all irregularities, shortcomings, waste, slackness & grievances which come to their notice. The departments concerned should cease to view such communications as evidence of unwarranted interference with their affairs by the officers that supply the information.

(2) Personal discussions of all important, delicate, or doubtful questions affecting more departments than one should be encouraged among the Heads of Depts and the District officers stationed at any one place. Notes of such discussions should be recorded and when signed by the authorities concerned, this Note could form the basis of an official representation.

(3) Ordinarily every Head of Dept should be expected to consult the officers of other departments interested in any question requiring the orders of Govt and to submit the case to Govt for orders in a complete form.

5 6

(4) The practice of grouping select Heads of depts into Committees for the consideration & development of large questions coming before Govt. might be more largely extended.

"Bureaus"

(5) I agree with the views of the Financial Secretary except to the following extent :-

(a) Suggestion No 4 must be subject to certain necessary limits. A Dy. Commr for instance can be given no voice in the working of the Civil Courts nor a District Judge in that of the Revenue Offices.

(b) Similarly Suggestion No 5 cannot be unlimited. A member of Govt. may be given, for instance, the proposed power of general inspection of all departments. Certain select institutions such as Vaidyasalas, Local Fund Dispensaries, Challiams &c may possibly be brought under larger area scrutiny.

(6) A suitable decentralization of business in favour of Heads of Departments & Dy Commrs & other district officers will be necessary to facilitate coordination & co-operation.

Dhere
13/3

026 6 I

Coordination of work & Cooperation between Departments

10

As procurement evolves from simpler to more complex forms, with greater differentiation of functions, it becomes increasingly necessary to secure essential unity by an effective coordination of departments.

11

2. Departments which are engaged in adjacent fields of state action may well be associated together for securing to each the benefit of the experience of all. ~~The four~~ Such departments are generally complementary to one another in their functions, and each is usually in a position to throw unexpected side light on problems which are

I shall feel obliged if Mr. M. Madhava Rao will kindly put up a draft of suggestions made, for circulation.

Dww
19/7

Put up
Dww
14/8/14

Seen)

being worked out by the others. There is often community of interest between departments, rendering if necessary that their well considered joint opinion should be adopted as a guide to state action - especially in large administrative questions. It also happens that departments have opportunities of observing one another's internal economies, and can furnish valuable information leading to improvement and rectification of defects.

13. At present owing to lack of proper articulation between departments these benefits are in a large measure lost to the State. Information about other departments is usually either withheld by a stupid rigid etiquette, or received if communicated

in a spirit of resentment as a meddlesome accusation to be refuted, & not as a friendly suggestion for improvement.

13 * When first seek to obtain the views of the departments interested in some important measure, the procedure now adopted is cumbrous, and the opinions received often lack the frankness and spontaneity they would have possessed had they been independently formed by the departments in a bureau of their own.

14 x All this points to the need of an organised system of coordination & cooperation between the various departments of Govt, by the formation if necessary of central bureaus, which should be such as to facilitate the elaboration of large measures. What the

To be cont

number and constitution of these bureaus should be is a matter requiring consideration

15 6. To bring about coordination, certain existing facilities have to be taken advantage of, such as

(i) Special occasions like the Dassera and the Birthday, which bring Heads of Depts. and Dists together

(ii) Local Propinquity, as in Dist Head Quarters where a large number of officers of diff departments reside.

(iii) Tours of inspecting officers - e.g. Hon'ble Dy Comrs, & Asst Comrs, who have excellent opportunities of observing and gathering information. obtain

17. Coordination might perhaps begin in the district where the following departments come into contact with one another, with first hand knowledge of fact:

1. Revenue
2. DPW
3. Judicial
4. Medl and Sanitary
5. Self Govt
6. Police
7. Forest
8. Excise

18. A district bureau of depts may be formed, and taken as the basis of the state organisation. The district bureaus may meet at fixed intervals, exchange views and information, and work up important subjects of common or national interest for the consideration of the Central Bureaus, which may meet at Mysore

during the Birthday and Dassera festivities.

18. As regards the modes of Coordination and Cooperation the following general suggestions have been received:

9 (Mr D M Narasimha Rao:) (1) Govt officers shd be encouraged to bring to the notice of other depts concerned, all irregularities, etc, coming to their notice

(2) There shd be personal discussions of important, delicate or doubtful questions among officers stationed at one place, & signed notes shd be kept of them as basis for offl representations

(3) Ordinarily other depts interested in question shd be consulted by Hdqrs of Depts

(4) The system of associating select Hdqrs Depts with committees shd be further extended

(5) There shd be decentralisation in favour of Hdqrs Depts & Govts.

9 (Mr J. S. Chakravarti:) (1) Notes to be called for from Hdqrs Depts regarding coordination with "neighbouring" depts:

Omit

6 ~~(7)~~ (2) Birthday & Dasserah Conferences to be regularly established

(8) (3) Govt to lay down general lines of policy

(9) (4) Dist Officers to have "a real voice" in The working of all departments, Subject to ~~[illegible]~~ Reasonable limitations

[Contra Mr D M Narasimha Rao

"Must be subject to certain necessary limits. Dy Comrs can have no "voice" in Civil Courts, or Sessions Judge in Rev Offices"]

(10) (5) Dy Comrs & Heads of Depts to ~~inspect~~ visit generally all institutions during tours

[Contra - Mr D M Narasimha Rao

"Cannot be unlimited. A member of Govt may ~~perhaps~~ have such general powers. Certain select institutions may be brought under general scrutiny"]

(5) The scope of inspection by Dy Comrs & Heads of Depts ~~may be~~ be extended by bringing certain select institutions under the general scrutiny of all the Officers.

NR
26.6.14

13
14

To Mr. Kasturi Srinivasa Rao
& Mr. C Srikanteswara Iyer

D.O. No. 24 & 25 dt 22/12/14

Forwards a list of his Suggestions on the subject and requests to be favoured with his Remarks.

From Mr K Srinivasa Rao, Esq.

D.O. No 725 dt 27/12/14

Forwards his Remarks on his Suggestions.

From C Srikanteswara Iyer Esq.

D.O dt 27/12/14

Forwards his Remarks on the same subject.

19 Sent with a Statement showing the Suggestions made on the Organisation & Development subject No 6 & Co-ordination of work and Co-operation between Departments and the

15 14

Remarks of Messrs Krishna Sreenivasa Rao and C Gopalaswamy Iyer entered side by side.

Secretary) NLee 8/12/14

20 This may be noted by Secy in his report

8/12.

21 A draft order embodying the points of substantial agreement may kindly be drawn up by Mr. N. M. Rao.

Secretary) NLee 15/12

22 A draft order is put up for consideration & orders. The points of difference among the persons who have voiced upon this organisation & development subject have been eschewed. The draft order seems suitable as a beginning.

DLwcen 17/12

3358 18-12-14

23 There are several controversial points raised and there need be no hurry about getting the matter settled speedily.

24 We may discuss this question at a meeting of officers in connection with

3358

15 16

the organization and development work.

Sms 16/7/15

13.7.15 RG
Dinn 15/7

RMC 15/7

25 Submitted for orders. This was one of the subjects for discussion at the recent meeting of officers in Mysore -

RMC 8/7/15

(Secy)

26 This subject did not receive a chance for discussion at the meeting. Hence the file is resubmitted. A note may be circulated for discussion of select heads of offices (Secy)

Dinn 15/7

3356
22.7.15

27 I have no objection if a proper note is prepared by any of the "Cooperators" or the Secretariat.

23/7/15

Dinn 23/7

RMC 24/7

16 17

28 Submitting with a typed copy of the various suggestions and the opinions of Messrs Kemp Thomson Rae and Buckland[illegible] type in pencil in the margin.

MW
27/10/15

29 Several of the Heads of Depts have already furnished their views as co-operators. A memorandum forwarding the note to some other officer to put up for approval. I much regret the delay in the submission of this file which was mostly due to the Manager having taken a lot of time to put up a simple note -

Secretary)

MW
17/11/15

30 The draft may be approved.

Dewan)

Dewan 18/11

dm 19/11

Scheduled

2497
19-11-15.

Read 21/11/15

The heads of the subjects were evolved by the Hl & General Secretaries & the Asstt Cr (Mr Rama Rau). Two officers whose opinions are recorded are [illegible] opposed to [illegible] chief of these suggestions.

A clearer idea of what is wanted is desirable.

Point 2. On what class of questions? Is it not on questions in which the depts are concerned in some way or other? Would a Munsif be justified in consulting a Sub Asstt Surgeon whether a case shd be decided for Plff or deft?

Pt 4. To what extent is this system now in vogue, for its being 'further' extended?

Pt 6. What is the meaning of this? Does not decent salaam to rather against Cooperation &c?

Pt 7. Does Dist Offr mean Dy Cr?

GPB—20,000—30-6-15

18 19

Serial No.

Pt. 9. What e.g. are the allied depts. & how would you group them?

32 Please consider these difficulties & make your draft as definite ~~& cl~~ clear as you can & then consult the Offrs. Add that they may give their own fresh suggestions if any.

25/2/16

33 Br VIII "
Re to Mr "Dyer"
Should be used instead of "District Mgr" in para 7

34 Govt rep. may be put up

29/2/16

29/2

Please issue the corrections noted in the draft

Sorted with the Corrections in Red.

13/3/16

Tidy drafts may be put up

14/3/16

Secy

Order

10/4

L III

NOTE—Contn. sheet.

GPB—20,000—30-6-15

G. R. S. 12]

General and Revenue Secretariat. | E Hy File No. 87 of 191 .

Serial No.

Zyrid Displ. Instd.

Hm 12/4/16

Secy) Thodesp. memo may be approved. 13/4

Dewan)

Dwarka Das 19/4

Hm 19/4

5655
19.4.16

NOTE—Contn. sheet.

GPB—70,000—17-12-15

Fr. 5655
19.4.16.

21

E & A file no: 87 of 1915.16, containing a memorandum on the subject of promoting Co-operation & interchange of views between the several departments.

Dewan's order

This may perhaps issue as a standing order under the new scheme which will come up for discussion at the meeting of Council tomorrow —

26.7.16.

Submitted to Secretary —

B.V. Lakshmanan Rao
26.7.16.

cs.

Circle this note the file concerned & mark a card

Dewan
26/7

22

Official

~~OFFICE~~ MEMORANDUM

The officers named below ar requested to be so good as to consider the suggestions contained in the accompanying memorandum on the subject of promoting co-operation and interchange of views between the several departments, and to favour Government with their opinions (which need not be confined to the points dealt with in the memorandum) on the question.

By Order,

Dec 1914.

Secretary to Government,
General Department.

NLL 18/12

To

1. The Revenue Commissioner in Mysore.
2. The Excise Commissioner in Mysore.
3. The Director of Mines and Geology.
4. The Comptroller of Mysore.
5. The Secretary to Govt, Revenue Department
6. The Secretary to Govt, E and A.
7. The Deputy Commissioners of Districts

Suggestions for securing greater co-ordination and co-operation between Departments.

- - - - - -

(1) Government officers should be encouraged to bring to the notice of the authorities concerned all irregularities, shortcomings, grievances, etc., coming to their notice whether in their own or other Departments.

(2) Officers of the different departments stationed at one place should make it a point of consulting one another in person on all important matters in which they are mutually interested. Signed notes should be kept of the discussions as a basis for official representation. Formal action or correspondence between officers in one place should be minimised as far as possible.

(3) Every officer referring a question to Government for orders should ordinarily consult beforehand other departments interested in it.

(4) Birthday and Dasara Conferences of Heads of Departments and Deputy Commissioners should be regularly held.

(5) The Deputy Commissioner should have a real voice in the working of all Departments within his district (subject to reasonable limitations) so that he may act a co-ordinating factor.

(6) Deputy Commissioners and Heads of Departments should make it a point of visiting all Government and public institutions during their tours, instead of confining their attention to the institutions in which they are directly interested.

(7) Allied departments should be grouped together as follows and the officers at the head of the departments comprised in each group should form a standing committee for consultation on important questions connected with the group.

Grouping of Departments - Major & Minor

- - - - -

Group I - Revenue ~~Bureau~~.

1. Financial
2. Land Revenue
3. Excise, Stamps, & Registration.
4. Forests
5. Municipalities -
   (a) Bangalore City.
   (b) Mysore Trust Board.
6. Muzrai
7. Revenue Survey.

Group - II. Protection & Miscellaneous ~~Bureau~~.

A. Protection.

1. Judicial
2. Legislation
3. Police
4. Military
5. Medical relief & sanitation. Prisons.

B. Miscellaneous.

1. Printing
2. Government Gardens & Museum.
3. Ethnography, Archaeology, etc.
4. Meteorology.

Group III.- Development ~~Bureau~~

1. Economic Conference.
2. Education.
3. Agriculture.
4. Industries and Commerce.
5. Co-operative Societies.

Group IV.- Technical ~~Bureau~~

1. Railway Department.
2. Geology and Mining.
3. Public Works.
4. Electrical Department.

CO-ORDINATION OF WORK AND CO-OPERATION BETWEEN DEPARTMENTS.

Suggestions	Opinion of the Chief Engineer of Mysore.	Opinion of the Inspector General of Police in of Mysore.
(1) Government officers should be encouraged to bring to the notice of the subordinates concerned all irregularities, shortcomings, grievances, &c., coming to their notice whether in their own or other Departments.	The suggestion is indefinite. If attempted, it will prove highly detrimental to discipline and will completely defeat the object aimed at. It will also encourage espionage, talebearing, &c. In the present state of social, religious and caste prejudices, the proposal would only tend to unnenessary friction and avoidable trouble.	The suggestion would not only cast a slur on the officers responsible for the working of the Departments but would also encourage the habit of bearing tales and bring about resentments.
) There should be personal discussions of important, delicate or doubtful questions among officers of different Departments stationed at one place, and signed notes should be kept of them as basis for official representation.	In the case of important and delicate questions concerning a particular Department, the Departmental Head is not likely to take other people into confidence. In the case of questions affecting different Departments, consultation with the Heads of all Departments concerned is done even now.	Such absolutely essential etiquettes of service, which are in - vogue, should be left to the individual discretion and judgment of the responsible officers concerned according to circumstances and situations. Any hard and fast rule is not desirable.
(3) Every officer referring a question to Government for orders should ordinarily consult beforehand other Departments interested in it.	A good and desirable suggestion, but is likely to interfere with prompt despatch of work.	-do- -do-
(4) The system of constituting select Heads of Departments into Committees should be further extended.	-do- -do-	Committees unless consisting of experts in the subjects concerned cannot be expected to be conversant with its details or to be so competent as to offer useful advice thereon.
(5) Birthday and Dasara Conferences of Heads of Departments and Deputy Commissioners should be regularly held.	-do- -do-	-do- -do-
(6) There should be decentralization in favour of Heads of Departments and Deputy Commissioners.	The Public Service Commission have written strongly on this point as regards Provincial Administrations. The proposal requires immediate attention.	This is a subject of varied interest. Mr.Srikanteswara Iyer says that the question is being separately dealt with.

Suggestions	Opinion of the Chief Engineer of Mysore.	Opinion of the Inspector General of Police.
(7) The District Officer should have a real voice in the working of all Departments within his District (subject to reasonable limitations) so that he may act as a co-ordinating factor.	This was also before the Public Service Commission, but the majority of expert witnesses of technical departments were against the recommendation. It would be most inconvenient to invest the Deputy Commissioner with powers in regard to technical departments such as P.W.D., Medical,&c.	The interference with the affairs of Departments by officers unconnected with them should be discouraged. The system is likely to breed a want of the sense of responsibility in the officers answerable for the working of the Department and to create a decline in the independence and wholehearted attachment to their work in the subordinates.
(8) Deputy Commissioners and Heads of Departments should make it a point of visiting generally all institutions during tours instead of confining their attention to the institutions in which they are directly interted.	There is no objection to the suggestion if by institutions is meant public establishments, such as, schools, Dispensaries, Chattrams, temples,&c., and not offices outside their control. The inspection notes may be forwarded to the Heads of Departments concerned for information and necessary action.	No appreciable good can be expected by an inspection of technical institutions by officers unconnected with their administration or unacquainted with the knowledge of their details. In these days of specialization, every officer should be encouraged to develop his knowledge in his own line instead of drawing his energies in trying to know something of everything.

8/12/41

RESPONSIBILITY SHEET.

Sl. No.	Item of work.	State of progress.	Specific statement of action to be taken from date.	Officer responsible & time appointed for action in Col. 4.	Remarks.
1	2	3	4	5	6